

Memorandum for: Director of Personnel

Subject: Fitness Reporting

1. In a recent survey and in ~~at least~~ a number of recent complaint cases we found deficiencies in the handling of fitness reports as the cause of considerable problems. These shortcomings break down into:

- a. lack of continuous evaluation of employee performance,
- b. preparation of fitness reports by others than immediate supervisors,
- c. ~~lack~~ lack of discussion of comments by reviewing officials with the rated and rating officers in cases of disagreement between rating and reviewing officers comments or addition of derogatory information.

2. Lack of continuous evaluation: <sup>one of</sup> The most significant problem affecting the proper working of the fitness report system seems to be ~~the fact~~ that too often supervisors begin their evaluation of an employee at the time they must prepare the yearly fitness report. At least this is the way it looks to the employee who has not been advised of shortcomings during the course of the rating period <sup>and is therefore</sup> surprised if the ~~the~~ fitness report describes his performance in less than glowing terms, or worse if the fitness report makes reference to weaknesses. Neither   nor Directions for 25X1 <sup>preparation of the</sup> Completing Form 45 spell out that the fitness report should be the final action in the yearly evaluation cycle of each employee's performance by the supervisor. A proper working of the continuous evaluation of each employee by his supervisor would result in fitness reports which contain no surprises for the employee except that the fitness report might be somewhat better than the employee expected. The fitness report <sup>should</sup> ~~would~~ contain no performance or behavior deficiencies which <sup>have</sup> ~~had~~ not been discussed with the employee previously; thereby removing the element of surprise to find unexpected criticism ~~in the fitness report~~. Review of the fitness report with the employee is thereby facilitated and in many cases the noting of weaknesses can probably be tempered by pointing to improvement since the particular matter had been raised with the employee.

Preparation of Fitness Reports:

3. Neither   nor Directions for Completing Form 45 require that the immediate supervisor be the rating officer. For a realistic working of the fitness report system this should be a rigid requirement, with the next

*Higher officer*

one in the command line to be the reviewing officer. In cases of contrary practice we have heard the argument that in some instances immediate supervisors are not really able to write fitness reports. However, we believe that a supervisor who cannot write a fitness report, should probably not be a supervisor. The requirement is not for accomplished composition but for supervising, guiding and training people. If a man is able to do that, meaningful and understandable he can most likely write a narrative portion of the fitness report.

Preparation of fitness reports is an integral part of the job of the supervisor of which he should not be relieved and which must be part of his training as first-line supervisor and part of his general equipment in higher level command positions. Not the least of the arguments for having immediate supervisors prepare fitness reports, is that in this way he cannot disassociate himself from a fitness report on a subordinate which he did not prepare and undermine confidence in the supervisory structure above him.

4. Discussion of Reviewing Officer's Comments: ~~Current regulations~~ Current instructions state that "if the reviewing official is in substantial disagreement with the rating official he should state whether or not he has discussed the evaluation with the rating official and the employee". This procedure seems not to be observed nor enforced by the Office of Personnel. This should be corrected in keeping with the underlying philosophy of our fitness report system that the employee is entitled to see his evaluation and to know where improvement on his part is required.

5. It is therefore recommended that the Director of Personnel
- take measures to remind all personnel of the need of continuing evaluation of all employees by their supervisors and to stress that the fitness report is simply the final step in ~~this~~ the yearly cycle and that only by ~~making~~ increasing the honesty in our fitness report can we maintain a high ~~standard~~ employee standard and develop the maximum potential of each employee;

- amend the fitness report procedure to require the preparation of

fitness reports by immediate supervisors, and their review by the / next higher  
officer in the command line;

? c. enforce the provision that ~~review~~ reviewing officers discuss their  
disagreeing views with the rating officer and the ~~rated~~ employee.

J.S. Earman

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Remarks:

Here is an attempt to convert my memo of 10 May into a communication to the Director of Personnel. Changes are invited.

REPS - I THINK WE SHOULD DELETE 5a AND 5c, UNLESS WE CAN MAKE THEM AS EXPLICIT AS 5b. M

EWI

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FORM NO. 2-61 237 Use previous editions (40)

\* U.S. GOVERNMENT PRINTING OFFICE : 1961 O-587282

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MEMORANDUM FOR:

JSE ~~xxxxxx~~ would like to see   
with this on his return.

cm/18 Oct 65

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(DATE)

FORM NO. 101 REPLACES FORM 10-101  
1 AUG 54 WHICH MAY BE USED.

(47)

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MEMORANDUM FOR: The Record

No further action on this draft memorandum  
since  has been issued in the meantime.

14 December 1965  
(DATE)

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